# 포ㄴㅗㅗ눈 Heralo mernana dribune 

Published with The New York Times and The Washington Post

## lo. 30,584

Majlis Sets Date to Begin roceedings on Bani-Sadr
 Delegates of Morocco, Polisario
Bcuffle at OAU Debate in Kenya



# U.S. Disputes Israeli Defense Of Iraq Raid 


#### Abstract

:   Nix   said a U.S. intelligence report "did not reahh the eocnclusion that Mr. Dornan ascribed oin that Iraq had decided to develop nurlear On other aspects of the raid, Mr. So disel sid that "we cannot hut be dismayd hy the d Soessel said that "we cannot hut be dismayd hy he dannge" the raid did you . Sy . peace effors in hhe raid did to U.S peace e efforise in ine Mideent. has taken teaty the acion Israel Mideast. Cleary the acioion Israel has onken has increases the hosiil- ty of Arab nations. has heighhtited tensionsin hasr regard heeghtened He said Syia and Sudi Arabia bave made clear that the Israeli Have smaid Syria and Saudi Arabia that the IIracia action has cast a shadow" over the    day that U.S. aid to Israel would nol be terminate. But Sen. Percy said be believed Irrael would be equitel But Sen. Percy said be believed Issal would berequired 0 make concessions to get the four F.16 nighter-bombers that Mr. Reagan Iighter-bombers that Mr. Reagan bas held up pending a revew of whenher Irael should be purished. Sen Percy declined to speculate publicy on what the concessions might be.

\title{ WASHIN by LAEA Chief } WASHINGTON (WP) - The director-general, of the Internation- al Alomic Energy Acen al Alomic Energy Apency told his boand of geverorsat a losed ses sion in Vienona last wect h hat lhe Iraqi reactor was wincapahle of makeang plutonium for nuclear weapons. Dr. Sygurd Eklund made his 'wopage statement Fridy at it ith iAEA. boardis semiannual mect- ing The board condemned the raid and urged that lsrael be sus-  D. Eklund said there were three ways the lraqis o ould make pluto nium in the o oirak reactor. One would be to surround the reactor core of highly enniched uranium with a "blankel" of antural urai- um that would producc plutonium um that would produce plutonium after beine bonbarced trons generated by the fissioning atoms in the reaclor core. HThe size and locauion of this banket would be such that ord 


Reagan Seems to Falter on Foreign Policy Questions

|  | well |  | usual." Mr. Reagan said, assailing Democratic proposals in the House legislative committees that | eagan economic program was ed wward upper income groups cause the president allegedly |
| :---: | :---: | :---: | :---: | :---: |
| , |  | while his administranion's forcign policy has lately begun to hump into difficult realities abroad. |  |  |
|  |  |  | culs by calling for unpalatable measures such as the closing of | ocause the president allegedly oes not understand working peoand has wealihy advisers. |
|  |  | The president came into the |  | and has wealthy advisers. Groping for Phrases |
|  |  |  |  | herween that opening and ose. he faltered more than |
|  |  |  |  |  |
| cy. Given his long absence from formm, it was an impo | foreign rips or foreign policy initi- |  |  | wers on forieigo policy and be igorous pitch for his new policy $n$ arms sales to china or the Leb- |
|  |  |  |  |  |
|  |  |  |  |  |
| NEWS ANALYSI | beset by difficulties at home or locked in unmanageable deadlocks | 535-billion budget reduction authorized by Congress last month. | tect the integrity of the May hudg- |  |
| from the March 30 assassination attempl. Once agzin, he had a platform 10 provide new momenturn for his presidency. executive who |  |  | $\begin{aligned} & \text { on } \\ & \text { tal } \end{aligned}$ | nese peeace mission <br> He seemed unprepared for sevral foreign policy questions, and |
|  |  | Mr. Reagan opened his first news conference since be was shot | \$140 billion over three years de in the areas the White House | foreign policy questions, and leed acknowledged as much |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  | peal for quick congressional action |  |  |
|  |  | loced in November have an | budget and tax cuts by the congressional recess now sel for Aug. |  |
|  | his Middle East peacemaking at | overwbelming mandate to rescue the economy" by reducing spending and cuting federal income tax- |  |  |
|  |  |  | And he closed the session with a political sally at Rep. ONeill,Democrat of Massachusetis, whom he accused of "sheer demago- | aid on the Iraqi nuclear facility. Ir. Reagan replied: "Well, 1 han't given very much thought to |
|  |  | ger of congressional backslidand a return to spending as |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Paris Wants Allies' Issues Aired



Pmerging U.S.-Peking Alliance May Have
pitpon oncxater


Unesco Press Unit Àpproves Consensus


Poland's Baltic Neighbors

Reagan Seen



## Irish Laborites

 As New LeadeEntebbe Claims





## WORLD NEWS BRIEFS

Spanish Diporce Bill Approved by Senate
U.S., Iraqi Envoys at UN Discuss Compromise Resolution on Raid
 Peru Couiting on Lenders To Bach New Development


Poll Shows Gain For Begin Party Since Traq Raid


Oklahoma Penal Officials Overlook Exeecution Date
 such cases before cairying out
exectuion The jughe noted that the Correc-
tions Department compuler had
incorrecly listed Mriph incorrectly listed Mr. White's sen-
tence as
death, which cours.
instead of A trial court has not notified. Mr. White, 24, of Gentry, Ark , bee
executed on June 15 for a dobble
 man's status "I guass we neend to
ger oul a letier to jugges that they get our a leter to tudges that they
arc supposed to noint us on cases
like this" the judge remarked like this, the judge remarked
Ali. sirst Jnage . mran said court
files showed no one by taat name
 umder Otiahome
all capita cases.
There secm all capitai cases
problere sem in con




## IN LONDON THE MOST DEMANDING TRAVELERS STAY WITH US.

The most experienced travellers are naturally the most discerning

Wherever they travel, their experience leads them to select only those hotels which offer a combination of superb location, the most comprehensive and
luxurious facilities, and impeccable service. Naturally, when such travellers come to London, they stay with us.


CONNAISSANCE DES ARTS, THE WEES CIRCULATION ART MAGAZINE IN THE WORLD IS NOW OFFERING
aN ENGLISH LANGUAGE EDITION
Unlike mnsis arl magazincs.
Connaissaunce des Arts dives nul limil itself nf antiques.
Ralher. The while spectrum from
painting le sculplury: archerillyy
o archinccture. hurnilure lon inetior

has nude Connaissance des Arls fromulis
Market Ifcuds, impurtiann exhibitiuns
and privale cullectimens uf exery majur
cuinniry are analrzed bo recugnizad expert
Neithcr the art market professional nur the inerecseted whserver can affind lu miss

SLBSCRRPTION FORM


Address
$\begin{array}{llll}\text { France 340 FF } & \text { Luxemburg 2680 FL } & \text { Suiterland 150 FS } & \text { U.K. } £ 36 \\ \text { Beqgium 2680 FB } & \text { lunty } 600000 \text { Linv } & \text { US.A. } \$ 65 & \text { Other countricr 390 FF }\end{array}$

## 

## Arms for Almost Everybody


#### Abstract

All within 24 hours the Reagan administraLion has made niw arms-stupply arrange- ments with two Asian countries, China and Pakistan with ders. The purpose of the deals is to better limit Soviet expansionism - not simply by providing the means but by adding the en- couragement of friends and the supposed delerrence of foes that go with any arms transfer. At the same time, these deals deepen the American commitment to regimes of independent purpose and uncertain staying power and drap the United States further into their respective regional whirlpools. Add American efforts to strengthen Japan's deAsia is being transiormed. China had previously been limited to "military support equipment" and to technology with civilian as well as military uses. Now it is being notched up the arms-supply ladder and enahled to buy "lethal weapons." The symbolic value of this step is considerable. Its practical meaning will depend on Chinese requesis and American case-by-case responses evidently not yet worked out. A mea- sured pace seems wise. Major adjustments on deadly serious. Presumably, Secretary of State Haig and his hosts in Peking agreed that the sight of his hosts in Peking agreed that the sight of expanded Chinese-American cooperation would give the Russians pause in Poland, Af- ghanistan and elsewhere. The trick is, of course, not to convince them inadvertently they have nothing further to gain from rethey have nothing further to ggin from re strainat. The way in which the new tie is angle, meanwhile, remains sharp. Pakistan was cut off from American arms in 1979 on account of its nuclear weapons program Subsequently, it became Exhibit A in the new administration's case that "wellin the new administration's case that "well- intentioned" efforts to influence the human rights or nuclear policies of friendly nations rights or nuclear policies of friendly nations just as the proliferation problem is spotighted, a $\$ 3$ bilion military-cconnomic assistance package is announted for what may be the package is announced for what may be the next nuclear power. The timing is appaling, next nuclear power. The timing is appaling, even in you accept the argument that a gener-al security embrace will do more to slow proliferation than specific anti-proiliferation pressures. Whether the new deal will end up adding to Gen. Zia's strengths or his cares, moreover, is a question. In he is an appealing strategic bet he is a risky political one. In the substance of its arms-transfer policy, the Reagan administration is reversing ever, a confidence that transfiers caan be used effectively for larger policy purposes. Watch effectively for larger policy purposes. Watch out. Arms transfers are a well-rrampled field of policy. What getst trampled are the certain ties each new administration brings to it


## Spain's Social Contract

The social contract painstakingly worked
out between the Spanish goveriment, two riout between the Spanish goveriment, two ri-
val unions and Spain's employers' federation
is a noteworthy achievement and in is a noteworthy achievement and, in hroad
outline, a model for other economies confronted by the twin demons of inflation and
unemployment. The agreement is not perfect unemployment. The agreement is not perfect,
but it is remarkable for the concessions made by the private-sector sigiatories and for the
persistence of Premier Lopoldo Calvo Sotelo in pushing it through The unions
have made the largest sacrifices by accepting have made the largest sacrifices by accepting
what will aimost certainly be a substantial loss in real income for their members next
year. The agreement bars wage increases
greater than 9 perceat in the public sector and 11 percent in the private secticr. It is
based on an assumption that inflation will be 12 percent, hut chances are that it will be
greater. The employers have given up their demand for more flexibility in hiring and fir-
ing, and the government has promised to cre-
ate 350,000 jobs with some undefined belp from the employers. There are 1.7 million uneraployed Span-
ing 13.5 percent. The Spanish economy is is plagued by terrorisma, and a coup d'etat sponsible Spaniards across the political spec-
trum are highly motivated to work together They all recognize that until the country's
economic problems are solved, or at least eased, political stability will remain elusive. clear-cut in newly Socialist France, which ha tive Britain, where 2.5 million are lookseng fo wort industrialized countries. In the 24-na tion OECD area, the unemployment rate is
about 7.5 percent with a total of 26 million about 7.5 percent with a total of 26 million
expected to be out of work by the end of the year. Inflation for the are i is more than 10
percent. Government, industry and labor in percent. Government, industry and labor in
the industrialized countries might examine the Spanish example, the major disadvantag
of which is that it doesn't start until next year. It isn't a cure-all, but it is a move in the right direction.
INTERNATIONAL HERALD TRIBUNE.

## The Professional

$\begin{array}{cl}\text { "I have recovered. I feel fine: And the doc- } & \text { for instance, to show his sense of political } \\ \text { tors say I've recovered. So if I'm a medical } & \begin{array}{c}\text { fair play: What does he think about conserv }\end{array}\end{array}$ tors say Yve recovered So ir Im a medical
miracle, Tm a happy one. It was hard to
believe watching Ronald Reagan on television Tuesday, that 11 weeks ago he was in intensive care. Since the assassination at-
tempt, the president has made other public appearances at which he sounded chipper
but looked drawn On Tuesday, he was fit, grinning and practicing politios with high
style. There were some rough, uninformed, even
misinformed answers to foreign affairs questions. When asked about Syrian anti-aircraft
missiles that are by definition defensive he missiles that are by definition defensive, he
said, "They're offensive weapons; there's no question about the direction in which they're Why has he so long dclayed an address out-
lining his forevign poticy? He fumbled for an test, as though a foreign policy is measured by the number of visitors entertained and the
number of miles traveled ("I have met with eight heads of state already
back at the top of his form. He took pains, ative groups focusing expensive television
commercials targeting liberal Democrats for defeat? "One of the things that doees not set
too well with me is that to campaign before too well with me is that to caimpaign before
there is a candidate on your side means that there is a candidate on your side means that
you're campaigning totally in a negative way." the focus where he wanted it - Reagan kep In his opening statement, he sought skillobstructionists, people who "hape reported spending cuts, they know wan't be made; clos
ing for example, one-third of the nation's post offices." Rich man's president? No stopped, ho seemed almost ready to bett that he's more of a common man than Speaker
O'Neill a Democrat One need not share Mr. Reagan's politics
to be pleased: An accomplished and audato e preased: An accomplished an
cious professional is back in uniform. THE NEW YORK. TIMES.

## International Opinion

Reluctant Defenders While the situation in and around Poland dering the Baltic maintain their complete in souciance on matters of defiense. The latest recruist to the ranks of pacifistr are the Finn-
ish Social Democrats. who have just voted against any increase in defense spending, General Luns has pointed out that in terms about half what it was 20 yars 20 . But all awn amonianents from NATO, Washing-
the a and elsewhere seem insufficient to conton and elsewhere seem insufficient to con-
vince a Danish government that seems determined to keep its eyes shut to realities.

In the International Edition

## Seventy-Five Years Ago

ONDON - The Rev. Dr. Herman Allar, die





 naluenced by the Duma, in which there is a
large number of Jews, will result in equal rights
being eventually given our people in Russia

## Attacking Inflation

The Reagan government ... is rightly givWhat is worryying is the fact that it is being tackled as if it were a purely domestic prob-
lem, whereas conditions in America have an
often shattering impat in President Reagan's problem is that, while he has been strikingly succeessful in cutting govermmeat expenditure, the anti-inflationary ef fect of his cuts seens wely to be canceled
out by the tax reductions which he promised before he was elected. The result is that the only way he has left of attacking inflation is
through raising interest rates .... This through raising interest rates .... This
pushing up interest rates everywhere else ..

\author{
pushing up interest rates everywhere else

- From the Daily Mail (London).
}


## Fifty Years Ago

PARIS - Yehudi Menuhin, 14 year-old Ameri can-bom violin genius, has beena awarded the
premier prix of the National Conservatory of France it was announced yesterd any. Hevatory also
made
 Paris, an organization that includes Krisiser,
Tribaud and other famoous violinists. The pres
entacion was made at a hanquet with Georges entation was made at a banquet with George
Encsco. under whom the young artist sunded
presidinity as toastmaster. Young Mentin made presiding as toastmaster. Young Menuhin made
his Paris debut in 1927. He is now living with his
parents in a forest villa not far from Paris. isidatpad for purpose of rest and ssudy. No
pearance will be made until Oclober.


## Reagan's 'Fading' Russians



## And an Old Fear of Witches

远

Hzew yumbixizi



 addrest that corwmunism was
sad, bizare chapter in inuman his
cory, and that the evenst in Potand
reap represented the beyinning of ob
end of Soviet dominanion of Eas
erin emi Europe, he repliod: -I think
the thing we are sexingot ony in
Poland but in the reporis that are


## Dubious Diplomacy

## This may be sound history, but it's very dubious diplomary. For Reagnn and Haig are telijg the aging nulers of te over Union



## 

## By William Styron

-. rat mosus, mid thiky on in










Heraltu exizu Uribune


Cold War Response To EI Salvador

By Robert E. White


Thatcher Reiterates Tough Monetary Line at Special Cabinet Session


Belgian Steel Merger Plan Renews Regional Tensions



## INTERNATIONAL EXECUTIVE DPPDRTUNITIES

## QUALIFIED DIAMOND GRADERS

the posmons

| Applications ore imvited for a number of voconcies existing in the diamond grading dopartment of on intemational group of companies involved in all ospects of the diomond industry. <br> These vacancies exist in the Antwerp office of the group, where the successfiti appliconts will be bosed, but o foir omount of international travel to the group's affices is ontidipated. The duties will be to grade ond dassify the The duties will be to grade ond classity the G.1.A standards ond to ensure that these standards are applied occurately ond consistonfly throughout the group <br> THE CROUP <br> The Group is a mining-bosed orgonization with high-quality gem diomond mines in South Africa, wich production is currently polished at the group's modern diamond polishing factory in Johannesburg, currently employing 250 in Johannesburg, currently employing 250 polishers. A similar size fockory is being constructed in Toiwon and should be operotional by the end of the year. The polished production is sold in the group's troding offices in Zurich, Antwerp, Pforzheim and Volenzo, with establishment of further offices in New York and Hong Kong to be completed by mid-1982. In these affices troding is conducted in oll categories of polished diamends. |
| :---: |
|  |  |

the persons
The succosssful applicants should be in posses-: with at least 5 years experience in diomond grocing ond eerrification at one of the leading
remuneration

- An excellent solary
- Bonusses
- Relocation expenses poid by the group
- Opportunity to travel intemationolly
the scope of an expanding group.
Please send confidentiol opplieations,
including full details of qualifications, experi-
including full detcills of qualifications, experi-
ence, prosent and current remuneration to:
A. PConar. OELSDIAM NV 2 nd floor, Diocem Building,
53.55 Vestingotroot 2000 Antw

INTEIRATIONAL EXECUTIVE OPPORTUNITIES

## Energy Division



SHNTOR COET. MINING Bricuthryas RUSHRTMTE Ariound \$895,000 ( $\$ \mathbf{U S S 5}, 000$ ) plas benefitu

## MFERGERPLRNANLG <br> (Reference 9517)






MRMAGER MINING SERVCES
(Reference 9527)
 Min





## MANAGER COFL PREPFRFTHON

 (Reference 9537)
 moun the tiom vili iliso be rapured to provide toctiniticd
 in coal proparatiton plants.

All positions are located in Brisbene, end offor excellent
carrer opportunittes in e dymamic and progressive Australian carserp op
Salarias will be negotitated around $5 A 45000$ ( 5 US52,000)
per annum depending on experience A car will be provided Per annum depending on experience Acar will be provided
Airtares and reesonabfe removal expenses for successiul
 with a acommodation assistance on arrival CSR Limited has
excellent employe benefits including superan uuation and
accass lo housing finanace.
 1981. Comptete conficentiality is assured

## AREA MARKETING MANAGER <br> KUWAIT

A Hang Kang-based partly Arab-awned diversified trading export campany is planning to expand its marketing outlets in the Gulf regian, Iraq and elsewhere in the Near East in cooperatian with a praminent local graup.

The company is seeking an Area Manager to be based in Kuwait, wha will assume the responsibility of arganizing the regiona affice and establishing a marketing and sales netwark thraugh local distributors and gavernment agencies. Previaus experience
with trading companies in cansumer goods, with trading companies in cansumer goods,
industrial equipment, faodstuffs and building materials sectars will be a decided advantage.

The natianality of the candidate is unimpor tant. Warking experience in the Middle East wauld certainly be an asset as well as same knawledge of Arabic.

The successfull candidate will travel extensively throughout the Middle East and Gulf area and will report directly to the graups's head affice in Hang Kang.

This is a key positian within the graup. An .excellent salary and benefits package is envisaged, together with an important profits sharing/bonus scheme.

Apply: Box 033256, 1.H.T. 103 Kingsway, London WC 2

## REGIONAL VICE PRESIDENTS IN-FLITE MARKETING

## in Hong Kong Lisbon Le Lico Mexico City

 Plans to increass our airline catering leadership in siraiegic
international markets hove created these NEW Positions
 will be responsible tor planning and achie
objectives within their geogaraphic areas.
Ideal candidates will have al leass 10 years brood-based
international marketing experience. Preference will be

 will be essennial in each area. The positions also
require experienece and demonstrated effectivenes
following aress require experien
following areas


## Marriott corporation

 Emplovment Department-RVPMarriondorive.
Washington, D.C. 20058 U.S.A.
An Equad Opportu

## Development Experts

required for large industrial holding company
Finaricial management consultant for obout montis with experience in budgeting, financia mannagement for diversified canglomerates in developing countries.

- Export promotion expert for 2 years with experience in ossessing potentiol for, and
promoting varied monufacturing exports fram developing countries.

Bath positions ore fixed term starting October 1981 with high remuneration plus housing ond ear, and
require high level experience, university backgraund require high level experience, university back
with developing country experience desirable.

All applieations, in confidence to
44 Fullerton Road, London SW18, Englon

INTERNATIONAL FINANCIAL SALES BASE: CENTRAL SWITZERLAND

Experienced Financial Sales Executive laved cencinim:

[^0]Page 6 Thurscaly, Jme 18 , 1981

## Export-Import, CIA Style: Ex-Agents Supply Arms to Qadhafi

By Seymour M. Hersh

 W former openatives for years ago, two


 oonce and texperise. Theirs was a producet Ould ant be purchased on on phe open market Mr Wiriso and Mr.











 Ed Wiscon was running whing amounted to an updated version of the military-indusstrial
complex in which former CIA and military
amployees have put their ance, contacts and knowledge zo usent for learge e they will da of ot teir owan country.

Disturbing Implication
U.S. authorities acknowledge that its impli-or Mr. Wilson and Mr. Terpil in his supportis of such guerrilla erourps as the Palestine Liber-
ation Organizann the Red Brigades of Italy,
he Red Army of Japan, the Baader-M Minhof Irish Repubil an Army. He is suspected of having ardered
he marder of at least 10 political enemies in
Eupope and the Middre East A former hight-speed-eommunications and Malcaly was noi imococpert whin he be ciA, Mr.


vio 0 . Conte of Mascachusserts. He could
phone
phone vioen and wiftinin 15 minutes have inimate fi-
 son went a sep further. be telepbonec Theo
 depury director for chandesine operations


All of the men involved understood the implications of what they were doing, Mulcahy says. 'The nitro could have blown if the plane hit an air pocket.'
a Barbara Wiison, Ederin P. Wilson's wite. Ed IA as a akiled and tustworthy operative in hhe eant 1 potos wilie workining as a consinst nf

 Then hive and remin ior one year. be covild
bouse Mr. Wison owned nind bectoon furm-







 pilmuuition io an umd decover ragent Mr. Ter-
 rassing privicic scrapades, including, an atlempt to smuggle contraband liquor into in-
din
The inrece men agred tujoinuly set up a new



 many seaior reegislaros including sems strome
for the job. and that serior otficials of Ameri-
can Electronic bad not krown of the moon







 pulated Muhysyhi a Libyan detceror who had
 Dosring hea summer, Mr. Mulacany edigec












 Wara buel es World War In"


 suaded to thuid 300.coo imemers withoul verity ing the order with the CiA. There was yea m-

 CA suppite Sientitic Coummicaxions hac








Volatile Chemicals Sought
nexidel






 clis shat


 some demonsations ork Mr. Browe imme






## WHEM YOUTEHPABACK HOME HOW YOUCMCAMCAMF SMEAFSMULOPRALGOM HIECAL

The cancan girls aren't the only Youre having the kind of adventures they want to hear about back with these franc-saving tips in SAVE OW SURTCHITGE Many hotels outsidid the U.S. charge exorritiant surcharge fees on international calls. And sometimes the fees are greater than the cost of the call itself. But if your hotel has TELEPLAN. the way to keep hat<br>\section*{call No Teleplan? Read on! SNIF Wili a Sioria} In most countries theres no three So if your hotel offers International Dialing from your room place a short call home and have them cal you back. The surcharge on short calls is low. And you pay for the callnot local currency, when youlurs, your next home or office younge bill. your next home or office phoie bill SVIE TAESE OTMER Wirs ephone Company credit card and collect calls may be placed in many countries And wher they are, the totel surcharges on such calls are the hotel surcharges on such calls ussually low. Or, you can avoid surchargesaltogether by calling from the post office or from other Now..is that you on the left? Not<br>(1) Bell System



Frank E. Teppil


## The Man with the Contacts Was Charming, Effective: A Red-Blooded American'


 Mr. Wibon weat to work for the CIA's Officoco of Searity in 19511 and aftre serving in the

 dassined metheng coprais
 tome US. mone








## Iquipmens Appears on Market

Na 1971 Witson dropped his CIA connection and was a part of Task Force 157, a secret










## 

##  dder ors huse eirinhens to Tripoi Suspended Sentence All of the men involvod uiderstood he imcaty syys of That they were doine Mr. Mul-       <br>   becm used extantively and sum Straclis during the 1993 war. <br>  gas, The Nee Yort Time









 4









NYSE Nationwide Trading Closing Prices June 17

|  |  |
| :---: | :---: |
|  |  |
|  |  |
|  |  |
|  |  |  |
|  |  |
|  |  |
|  |  |  |
|  |  |



## World-wide.

BUSINESS NEWS BRIEFS Krupp Plons to Cut Output, Trim 4,000 Jobs
 Chairman Wilbelm Scheidet or runce Tuesday that ichee comparid at would rompany's anouxi news con-




IEmployee Plon at Gontinental Air Advances LOS ANGELES A. A piain by Conitinential Airtines employees to bu
ourrol of the LoA The Civil Aerounarixitit Board in . Washington Wednesday rejecced a Which wound make. Coxitimental the lagyest en Ployee-rowned company in
 he court tume
British Pension Fund Bids for U.S. REIT


 fthe Natiopal Coal Board or the United Xingdem.
Second Boovereai offerered $\$ 33$ for unitiod Kingdom, ierliple subordinated debenturs with a face value of $\$ 1,000$ and bearing
 BP; Dutch/Shell Reduce Oil-Tanlser Fleets LONDON - Two West European petroleum companies Wednesday
minoumced reductions in their tanker flects because of falling demanid
British Petrolecum said it would rake six tankers out of sevvice, bringyearf In Roterdam Sheel Tankers, part of the Royal Ditch/Shell group, Demand for oit in ineet from 35 to $2 S$ vessels.
Demand for oil in the indostrial Westertic commuries and Japan fell by 7
percent last year and is still declining according to the Interational
Thorn Buys U.K. Plant for Videodisk Output
 Thithin is June 1982 .


Saudi Loan Not Affected By IMF's Barring of PLO


|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

CURRENCY RATES


EEC Says Japan Ties Improved by Talks


Mexico Plans Oil Price Increase



NYSE Nationwide Trading Closing Prices June 17





## Weather

|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |


| INTERNATIONAL FUNDS <br> une 17,1981 |  |
| :---: | :---: |
|  |  |
|  |  |
|  |  |
| Tamarazem |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

##   <br>  <br> 

B.
C.
zoro-phobia
 nat




ISNTT IT ABOUT TIME WE PUMPED

## Books

THE ART OF JAPANESE MAN/GEMENT
By Richard Tanner Pascole and Anthony G. Ahos 221 pp. $\$ 11.9$ By Richard Tanner Pascale and Anthony G. Ahos 22I Pp. 1.0
Simon and Schuster, 1230 Avenue of the Americs, New' York 100 .

THEORYZ
By William Ouchii 192 pp. 912.95
By William Ouchi. 192 pp. 12.95
Addison-Welsley Publishers, Reading M44s5. 01867. Reviewed by Frank Gibriey SINCE the midde 1960s, Japanese (running? ) wonder of the economic-
world.
Journalists, economists, and
Japanologists have written whole $i$ iJapanologists have writen whole H
braries describing its prodigies. Now
finally finally our business-school prois are
moving into she acc, analyzing for
waiting legions of newly minted MBAs how we Americans, 100 , migig
profitably take a few leaves from profitrably take a few leaves
Japanese businesmman's book
This atrention should This attention should be welcomed, particularly by those of us American over the past deocade or in so. vaiandy
wying to convince our betters in Pec tha or Providence thar Japanese busing It was hara enough to explain for

 whole person night out of college
or your company instead of picking
oped specialists with experience or
 But our bigysst stumbling block raduated Master of Business Admin-
istarion Who just couldmit under-
tand how a company might exis. winhout hew a company might exise
wiversay -yype conirol
inderenden profits conterst fmecty drawn chessts and
constant eye for bhis quarter's bot com line of hese books now wann the
Bown new generation of MBAs that the Jap
anese arch in fact, beating is at our owa management gatee working
rom a wiole new set of premises sug-
gesting that symuthis is mome importgesting that symuhesis is more imporilow workers is more effective than As Pascale and Athos have it "A
major reason for the superionty of the major reas on ther me suparecial beliefs.
Jassunese istions, perceptions, style and
and anl" To which Ouchi adds, "Intivity", At the core of Japan's business
success, they would agree is manage
ment's abilitity to develop, motivate nd retain worke
Da a work society-
Baoth books arc weak in their obser-
vations and concusions about the society bechind Japan's business snccess-
es es. Both books are awash with usinesmen only hears about Jupang Zen masters when some American writes a book
about themm, ritual bowing gand "honrable plant, managers,"' which would
barely qualify them for 3 C mipus in history class on Japana. Their conclusons. however, about the value of on systems, longrange planning delegation of respomsibility and sinilar praccices are ecfrrsting and useful
At this poin, che
compo books part vard's Alhos Stanford's Pascalc and Heriten fard and well-researchict exposition on of what Japanese management is bike
and how it differs from our Own. By
contrast Ouchi, froum the Unive of California, Los Angeles, has given us a charome-plated collection of hasty
gencrarizations, slogan-type writing and dime store busincss sociology.
Pascale meats of management into seven hanwhich U.S. managememert sets great
stora, are Strategy, Structurc and Sys-
tems. The Jappanese have thent too.
 pyr that Japancese manageinient is far ahead of us. The Japasesesent naturally


 smooth intracoiphany relations
 che authois note. Ukic. American g
cation of independefice for the 52
 conclude aemployed under
thousand corporate rofs may
much longer prove ery workabt much longer prove e ery workabb
To suppori heir contrass. and Alhos offer detailed studide Harold Geneen and Konosuke
sushita's electronics giant in Matsuishita makes an interestis
ample, bot because such a ively "one-man" company is far
the Japanese eorom and becaise
washita has tended to use muct
 most of its Japanese comuterpart.
her concern of Massushita mar
for sppiritual $v$ values and the


 s. have paid attention to the st
ancong hem BMM Boing P
and Gamble, Delta A iritines 3 . Hewlet-Packard So So Japanese
are worth

 Not so Ouchi Ouchi particip
first in the same rescarch proje
Pascale, covering Japanese and companies doing business in
connties. He left the project eary stagese yeet sthe project
tions apparenty convinquent nu
 adapting some key traits of the
Jappanse company (J) and proc
the ideal Type Z yompary is vii a cinch Jost a matter of time at
tening to ouchi Acoritig,
comforiting Unified Field Theo a potetuin $Z$ Z companyy has too
low cetain steps, eg "Audit

 velo Union, etc. Turning a con
into a T, wans a nype may be reanization, picnic $f$
orthodox American manager. There is numch truth in whist wrong with a catcly there is n ,
bis the bis thesis a disservicce by many
geacratizations and sweeping ments, based on mieager aupithorit
big Japanese companies are roi
 to deanote the prewar combin:
Mirsui, Mitsubishis sumitomo
Yasuda) Japanese do not call major pubbicanese nuiversitios not call
"Tmpt
The prsonnct ditector is not The personnel direction is not :
saripy the most senior dircect:
Japanose company. Althon anese managemeny. ANecond in UW: A recial: of Ouchir form


 Iy had time enough.to think abin
topic, since hh statto woring
cale's project A pity he did not devote mine.
of researching and quavity
after all, a good thesis. The success of Japanese bisinie good, intuitive merely a quagester
cohesiveneess of
actor. It is


保e syye and impels executtiva fo. mee before passing: them on

Frank Gibney author of "Japan: neen of Jupar," wrot
oas Angeles Timet

## BRIDGE

VER few partuerships reach the
Nortb-Sounth sism contract available to

$\qquad$ SINCE the middle 1960s, Japanese gers are masters of indirecion ben
con
con
gin.
$\qquad$

$\qquad$ (1)

3aseball Parties Meet; Hopes Dim

## Red Smith

## A Ugandan Dane in Texas





## New Boy <br> Brooks Already Shaking Up the NHL



| $\therefore$ By Steve Harvey $\therefore$ Las Angider Tones Sevixe | "Throw me your final offer," he said withoun o twilch. |
| :---: | :---: |
| 'SS ANGELES - "Strike!" | "Sorry Casey," the owner re- |
| the traditionsl cry of the | plied Mhat was our last pirch " |
| bire - majos now been takeen | and cold, and all his muscles |
| Hers, but in a different |  |
| sa The players so far have |  |
| asod to sigan an agreement | Now Casey kicks the table with |
| İve additional compensa- | his shoes of olligator, |
| Ifor free agents no longer | And swings with cruel violence |
| lee contract who are signed | * * * . |
| I Eriest Lawtence Thayer | O. somewhere in this favored |
| writing his 1888 | land, the sum is shining bright |
| ssey at he Bat, today, he | The band is playing somewhere. |
| Tht have called it "Casey at |  |
|  | And somewhere girls are laugh- |
| The Muatville ream convened | Bur there is no joy in Mudville |
| - ballot couma was 10 to 10 , | Casej's gone on strik |
| tine men left to vote | (Steve Haviey is a Los Ange- |
| 1 and Murphy did the same | les Times starl wrier stuck |
| rckly silence fell upon the pa ns of the ganme. | games.) |
| nn was next to ballot |  |
| ne old Mahoner: |  |
| ad just gor |  |
|  |  |
| hen the dust had lifted and the |  |
| ma vole was 12 of 12 , with one. |  |
| mo not yet heard |  |
| * * * |  |
| Hom 5000 throata or |  |
| re rose a husty yell |  |
| nuebled |  |
| kiockei tpon the motutain |  |
| tit sailed beyond the bay: |  |
| sge" "he might players... |  |
| cre was pride in Casey's bea |  |
| as he flashed the fans a |  |
|  |  |
| "se in Casey's manner |  |
| 1 ione ever doubted that this |  |
| 3 would fruda reason |  |
| re the basebaill season |  |
|  |  |
| lanagement iourid its pitch |  |
| sey simply studied it in |  |
| wghty grandew there |  |
| ngering his gold wly shook his head |  |
| to conyensationt -he de- | leave the |
| med "Let's strike" his agent | Brewer locker room |
| 4 with a smile of Christion | before the umsched |
|  |  |
|  |  |
| ing go on | of. the signs of the times. |

## ubs: Old Whines in New Battle

By Ira Berkow
 em biere was this refrain,
rbelited wascar zamoran al
relief pircher of the 1970s: the pich is so fat
the bill hits the bat
vat's Zanore R only have Chicaso Cub
red doring the alst seve
tes over their emrible te les oviring their learible see cea
have betn iortured by haties equally bad
is season ho dis din
in carly Apri, the Cubs



von at least onie and some s not in existenco e then have
(the New York Mets, born in
id for 20 years, from 1947
igh 1966, the Cubs fimished in
e closest the Cubs have come
nning a flag of any sors since
d War II was in 1965 , when kd the Eastern Division for
I foll the seazon. At ine end,
ing apart like a cheap, suit,
ing second to the "miracle one is quitc cerrainn why the
have been sobat dol lone
Santo, their onelime third

| By Gerald Eskenazi <br> New Yark Times Service <br> NEW YORK - It was only his irst day on the job, but ferb lirst day on the job, but Herb New York Rangers - was already giving a pept talk, They tistened, many of them nervous about what be was saying There are tradions in the Nabe observed. Why, this man (an American, yet) was virually a blasphemer. And no one had ever pushed them like chis - demandBrooks. probing, questioning <br> Brooks was not tallking to his players. He was speaking to all the annual meeting in Montreal last week <br> Qrestions <br> "Do we speak with one voice?" Bronks asked them "Do we have a policy? Are we organied He was astounded to discover the answer to all those questions wasches were fearful of alienating the owners if their demands were aired. <br> "Hey, I didn't want to say ton much, Brooks said later, saying a loh "I should just be listening. "I mean, who arii 17 " question, and typical Bronks. <br> For while downplaying his feet.wants to without putting himself on the line. He thus has the advan- tage of prentending he's saying one thing while his listener knows what is really on Bronks' mind. <br> Different Style <br> Brooks barely conceals his feelings about the National Hockey worse, the Rangers next season will be playing Brooks style of hockey. But it was obvious at the meeting that there are others who will be watching the Rangers with <br> "We'll see what happens when Herb Brooks plays with the big boys," said a member of the Phitadelphia Filyers' front office. <br> "This isn't the Olympics," a SL. And both laughed over their drinks. <br> The Olympics. The Games remain fixed in people's mands. It happily recall what they were doing that Febnuary day in 1980 when the United States won the hockey championship and Brooks, its coach, finally permitted himself a smile behind the bench. |
| :---: |





Rogers, Saints Agree to Terms








## gasp

- 

Nont

Chinese Women Beat U.S. Basketball Teau





A Wedding Présent, Shingle by Shingle











 ourraged because wie gave them a
Cuisinart when their son got mar-
ried



 perbits a mainide whan hip.



## Jodie Foster Feels Mories 'Do as Much Good as Anything'











 work with your hreiends a persepe of wanting to
be protessionals There pate 100 many powple

 return to her fiverature suadiesin whe fanger
She considere, reluctantly at firs, the
connection betwoen her sole in "Taxi Driver"














PEOPLE:


## ANNOUNCEMEN SUBSCRIBE tothe INIERNATINAL HERALD TRIBUNE <br> Oil and Money Conference. <br> 

London, Sept. 28-29.

## 

6atil

CLASSIFIED ADVERTISEMENTS

| r | TORALESTSTSHELE | ${ }^{\text {R }}$ | EMPLOXMENT |
| :---: | :---: | :---: | :---: |
| ноимл |  |  |  |
|  | ON CONCORDE <br>  |  |  |
|  | 12H NICE 5 ROOMS <br>  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  | INTL BANKR |
|  |  |  |  |
|  |  | Wantediexatinge |  |
|  |  |  | EMBASSY SERVICE <br>  |


| International Busimess Message Center |
| :---: |
| ттемом <br>  |






[^0]:    At least five
    reloted field
    Proficiency
    Alanguage. . working howowledge of commerciol/ bonking low.
    $30-55$ yeors of oge.
    The temperament ond obility
    to
    valiey of of imenentiond transactions.
    Swiss citizens only.
    
    

